

California State Military Reserve
OFFICER CANDIDATE SCHOOL

READING LIST
And
WRITING ASSIGNMENTS

PURPOSE: This list details the required reading and writing assignments for Officer Candidates participating in the California State Military Reserve Officer Candidate School program.

REQUIREMENTS: Officers Candidates participating in the CA SMR OCS program will be required to read and/or watch the prescribed books and/or movies and to complete each writing assignment.

BOOK and/or MOVIE: In some cases the reading material may be available in movie format. If authorized, see list, the Candidate may watch the movie and complete the writing assignment.

WRITING ASSIGNMENTS: Writing assignments may be in the form of essay, answering specific questions or multiple choice questions. Each Candidate will be required to complete the assignments no later than the date specified for the specific assignment. Writing assignments will not be accepted if they are late.

INDIVIDUAL WORK: Candidates may watch the movies together and may engage in discussion about the book, movie or writing assignment but each Candidate shall author their own assignment and each assignment must be unique to the Candidate.

WRITING ASSIGNMENTS: All writing assignments shall be typed in 12 font and double spaced. The assignment will specify the number of words allowed to complete the assignment. All assignments must be in Microsoft Word format. Footnotes and Endnotes are allowed and will not be included in the total word count.

AVAILABILITY AND COSTS: All the required readings and/or movies are available in the local libraries or in paperback from Amazon.com, or are for rent at local movie rental stores. Costs for the books are relatively inexpensive. Most are in paperback and are as little as \$1.00. The Army Officer's Guide is available on-line or at any post exchange. Current cost for a new copy at the post exchange is \$17.20.

READING AND WRITING ASSIGNMENTS: These writing assignments are not the only assignments which will be made in the course. These are only the reading/watching and writing assignments made for this portion of the course.

REQUIRED READINGS AND/OR MOVIES:

| Description | Book | Movie |
|---|-------------|--------------|
| ARMY OFFICER'S GUIDE, 50 th EDITION – Keith Bonn | YES | NO |
| TWELVE O'CLOCK HIGH - | YES | YES |
| WE WERE SOLDIERS ONCE. . . . and YOUNG – Harold Moore | YES | YES |
| ZULU | NO | YES |
| BLACKHAWK DOWN – Mark Bowden | YES | YES |
| ONCE AN EAGLE – Anton Myrer | YES | NO |
| BAND OF BROTHERS – Stephen Ambrose | YES | YES |
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WRITING ASSIGNMENT SCHEDULE:

| Writing Assignment | Due Date |
|--|-----------------|
| ARMY OFFICER'S GUIDE | 15 March 06 |
| TWELVE O'CLOCK HIGH | 1 May 06 |
| WE WERE SOLDIERS ONCE. . . . and YOUNG | 1 June 06 |
| ZULU | 1 July 06 |
| BLACKHAWK DOWN | 1 August 06 |
| ONCE AN EAGLE | 1 September 06 |
| BAND OF BROTHERS | 1 October 06 |
| | |

WRITING ASSIGNMENT ONE

ARMY OFFICER'S GUIDE

Book: *Army Officer's Guide, 50th Edition*

Author: LTC Keith Bonn, USA (Ret.)

Due Date: 15 March 2006

Reading Assignment:

| Chapter | From Page | To Page |
|--|-----------|---------|
| Preface – Address by General of the Army Douglas MacArthur | vii | xi |
| 1 – Heritage, Customs and Courtesies of the Army | 2 | 43 |
| 3 – The Army Officer | 63 | 109 |
| 5 – Combat Arms Branches | 114 | 139 |
| 6 – Combat Support Branches | 140 | 154 |
| 7 – Combat Service Support Branches | 155 | 169 |
| 8 – Special Branches | 170 | 181 |
| 13 – Responsibilities of Command | 281 | 313 |
| 14 – Staff Assignments and Procedures | 314 | 333 |
| 15 – Warrant Officer Corps | 334 | 340 |
| 17 – The Social Side of Army Life | 392 | 407 |
| 18 – Family Affairs | 408 | 416 |
| Appendix C – Uniforms and Appearance | 472 | 542 |
| Appendix D – Military Awards | 543 | 588 |
| Appendix H – Selected Acronyms | 614 | 620 |

Writing Assignment:

There will be no writing assignment for this reading. There is a fifty (50) question true/false and multiple choice test included with this assignment. All questions are to be answered and the answer sheet forwarded to MAJ Andersen.

WRITING ASSIGNMENT ONE

ARMY OFFICER'S GUIDE

TEST

1. Officer's wives/husbands may be invited to a dinning in.
True or False
2. Female Warrant Officers are formally addressed as Miss.
True or False
3. As a general rule, officers and enlisted personnel under arms do not uncover except when:
 - a. Seated as a member of or in attendance on a court or board.
 - b. Entering places of divine worship.
 - c. In attendance at an official reception.
 - d. All of the above.
 - e. None of the above.
4. Army values are best described as:
 - a. Duty, Honor, Country, Fitness.
 - b. Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage.
 - c. Tradition, Punctuality, Hard Work.
5. All officers, including warrant officers, receive a commission upon entering service.
True or False
6. Which of the following can adversely effect the officer's career?
 - a. Becoming intoxicated while off duty.
 - b. Using illegal drugs.
 - c. Having a beer at lunch.
 - d. Not paying bills in a timely manner.
 - e. All of the above.
 - f. a, b and d.

U.S. Army branches are classified Combat Arms, Combat Support, Combat Service Support and Special.

- a. Combat Arms b. Combat Support c. Combat Service Support d. Special

Match the branch with the correct classification using the above letters to designate the classification:

7. Military Police
8. Aviation
9. Judge Advocate General Corps
10. Ordnance Corps

- 11. Corps of Engineers
- 12. Military Intelligence
- 13. Medical Corps
- 14. Quartermaster Corps

15. "Leadership in a democratic Army means firmness, not harshness; understanding, not weakness; justice, not license; humaneness, not intolerance; generosity, not selfishness; pride, not egotism."

This is a quote from:

- a. General of the Army Douglas MacArthur.
- b. General of the Army Dwight Eisenhower.
- c. General of the Army Omar Bradley.
- d. General Collin Powell.

16. The chain of command is the most fundamental and important organizational technique used by the Army.

True or False

17. In the event of emergency, the senior commissioned officer, warrant officer, cadet, noncommissioned officer, specialist, or private among the troops at the scene of the emergency will exercise control and command of the military personnel present.

True or False

18. The commander provides as best as he or she can for the physical, mental, and recreational welfare of the unit's personnel to make certain they are:

- a. Receptive to training.
- b. Able and willing to perform their individual missions capably.
- c. Proud of their unit.
- d. All of the above.
- e. None of the above.

19. The line commander has a definite responsibility for the health and physical welfare of his or her troops.

True or False

20. The most important asset of any unit is its soldiers' usable skills.

True or False

21. The G-3/S-3 is responsible for:

- a. Personnel matters.
- b. Training
- c. Supply
- d. Legal advise

22. The Commander's personal staff include:
- a. Command Sergeant Major
 - b. Intelligence Officer
 - c. HQ Commander
 - d. All of the above
 - e. None of the above
23. Which staff officer is responsible for preparing and executing operations?
- a. G-1
 - b. G-2
 - c. G-3
 - d. G-4
 - e. G-5
24. The basic reference of staff officers in the understanding of command and staff relationships, responsibilities, functions, and procedures is:
- a. FM 22-5
 - b. AR 670-1
 - c. FM 5-0
 - d. All of the above
 - e. None of the above
25. Warrant Officers are:
- a. Commissioned after two years and promotion to CW2.
 - b. Appointed and never commissioned.
 - c. First appointed and then commissioned.
 - d. None of the above.
 - e. A and C only.
26. Warrant Officers are:
- a. Highly specialized experts and trainers.
 - b. Only pilots.
 - c. Help maintain the Army's increasingly complex, high-technology battlefield systems.
 - d. Just another rank of officer.
 - e. A and C only.
 - f. None of the above.
27. If an invitation calls for "formal" dress the Officer can wear:
- a. Blue Mess uniform
 - b. White Mess uniform
 - c. Army Blue with black bow tie
 - d. All of the above
 - e. Only a and b.

28. Who prescribes the uniform for wear in daily duty, formations, parades, honor guards, color guards and when in the field, deployed, and at war?
- The Commander
 - Command Sergeant Major
 - Individual soldiers
 - The First Sergeant
29. Commanders may do the following:
- Establish seasonal wear dates for uniforms.
 - Require individuals to purchase optional uniform items and uniforms.
 - Prohibit wearing of optional authorized uniform items except in those instances where uniformity is required, such as parades or formations.
 - All of the above.
 - None of the above.
30. Officers are authorized to wear the long sleeve or short sleeve shirts with the Class A coat as long as a black four-in-hand necktie is worn?
- True or False
31. Air Force or Air Guard Warrant Officers wear the following rank designation:
- Silver bars with Air Force blue marks.
 - Same rank designation as Army Warrant Officers.
 - Gold bars with Air Force blue marks.
 - There are no Air Force Warrant Officers.
32. DUI stands for:
- Driving Under the Influence.
 - Distinguished Unit Identification.
 - Distinctive Unit Insignia.
 - Drill Unit Instructor.

Each branch has an official color. Identify the colors for the following:

33. Military Police
- Light Blue
 - Black
 - Green and yellow
 - Yellow
34. Corps of Engineers
- Teal blue and white
 - Green and yellow
 - Light Blue
 - Scarlet and white

35. Judge Advocate General Corps
- Dark Blue and white
 - Scarlet and white
 - Green and yellow
 - Yellow
36. Infantry
- Dark Blue
 - Light Blue
 - Yellow
 - Green
37. The Medal of Honor is the highest and most rarely awarded decoration conferred by the United States. What is the second highest decoration?
- Distinguished Service Cross.
 - Silver Star
 - Bronze Star
 - Army Commendation Medal
38. The Distinguished Flying Cross can only be awarded to pilots.
True or False
39. The Combat Infantry Badge is worn above all ribbons and badges, including the Medal of Honor ribbon.
True or False
40. What does CONUS mean?
- Chief of Northern United States.
 - Continental United States.
 - Combined Organization Northern United States.
 - Combat Order National Unit Status
41. What does MOS mean?
- Minimum of Standards.
 - Maximum of Standard.
 - Military Occupational Specialty.
 - Military Organization Standard.
42. You see an Officer wearing crossed flags on the lapels of his Class A uniform. This Officer's branch is:
- Quartermaster Corps.
 - Transportation Corps.
 - Military Police Corps.
 - Signal Corps.

43. You see an Officer wearing crossed arrows on the lapels of his Class A uniform. This Officer's branch is:
- Infantry.
 - Artillery.
 - Armor.
 - Special Forces.
44. The staff assists the commander in the performance of which of these functional areas of responsibility?
- Personnel and administration.
 - Military intelligence.
 - Operations and training.
 - Logistics.
 - All of the above.
 - None of the above.
45. "A staff officer, as such, has no authority to command. He or she does not prescribe policies, basic decisions, or plans, for that responsibility rests with the commander."
- True or False
46. In a staff study the Officer writing the study
- Always gives a recommended action.
 - Never gives his or her opinion or recommendation.
 - Leaves the finding of solutions to the problem to the Commander.
 - Has the Chief of Staff include his/her recommendation for a solution.
47. When an Officer of any service boards a military ship upon reaching the deck, he/she will face toward the colors (or aft if no colors are hoisted) and salute the colors (quarterdeck). Immediately thereafter he/she will:
- Ask permission to board.
 - Salute the officer of the deck and request permission to come aboard.
 - Board the ship and continue to his/her destination.
 - Look for the first Navy Officer and ask directions and for an escort.
48. What is the name of the official song of the U.S. Army?
- The Battle Hymn of the Republic.
 - When Johnny Comes Marching Home Again.
 - The Army Goes Rolling Along.
 - Dixie
49. Who enters a car or vehicle first?
- The most senior Officer.
 - The most junior Officer.
 - Civilians.
 - The driver.

50. What were the last words of General of the Army Douglas MacArthur's farewell speech at West Point?

- a. The Corps, and The Corps, and The Corps.
- b. I bid you farewell.
- c. This Old Soldier will now just fade away.
- d. Duty, Honor, Country.

Answer Sheet for Army Officer's Guide Test

Name: _____

True False

1. a b c d e f
2. a b c d e f
3. a b c d e f
4. a b c d e f
5. a b c d e f
6. a b c d e f
7. a b c d e f
8. a b c d e f
9. a b c d e f
10. a b c d e f
11. a b c d e f
12. a b c d e f
13. a b c d e f
14. a b c d e f
15. a b c d e f
16. a b c d e f
17. a b c d e f
18. a b c d e f
19. a b c d e f
20. a b c d e f
21. a b c d e f
22. a b c d e f
23. a b c d e f
24. a b c d e f
25. a b c d e f

True False

26. a b c d e f
27. a b c d e f
28. a b c d e f
29. a b c d e f
30. a b c d e f
31. a b c d e f
32. a b c d e f
33. a b c d e f
34. a b c d e f
35. a b c d e f
36. a b c d e f
37. a b c d e f
38. a b c d e f
39. a b c d e f
40. a b c d e f
41. a b c d e f
42. a b c d e f
43. a b c d e f
44. a b c d e f
45. a b c d e f
46. a b c d e f
47. a b c d e f
48. a b c d e f
49. a b c d e f
50. a b c d e f

WRITING ASSIGNMENT TWO

TWELVE O'CLOCK HIGH

Book: *Twelve O'Clock High*

Movie: Same

Author:

Due Date: 1 May 2006

Writing Assignment:

Answer the following questions:

1. Why did BG Savage discipline the MP at the entrance gate to the airfield? Do you think his actions were correct? Why or Why Not.
2. COL Davenport is relieved of command and sent to HQ on a transfer. What reason do you think made this decision necessary?
3. MAJ Stovall's attitude toward BG Savage is distant. Why do you think he has that attitude?
4. Why did BG Savage fly a mission with the squadron himself? Was this an appropriate place for a commanding officer? Why or Why Not.
5. BG Savage disciplined the squadron clerk when he first got on base. Was this an appropriate use of his authority? Why do you think he did it?
6. What purpose did the "Leper Colony" airplane crew serve in correcting the attitude of the other bomber crews?
7. Explain what BG Savage's final downfall was as the new squadron commander?
8. MAJ Stovall and Chaplain Twombly are caught flying missions as aircrew. What does this show about the changing attitude of the squadron?
9. What is the difference in the style of leadership between BG Savage and COL Davenport?
10. What is a commander's most important resource in maintaining successful mission readiness?

WRITING ASSIGNMENT THREE

WE WERE SOLDIERS ONCE. . . . and YOUNG

Book: *We Were Soldiers Once . . . and Young: Ia Drang: the Battle that Changed the War in Vietnam*

Movie: Same

Author: Harold G. Moore

Due Date: 1 June 2006

Writing Assignment:

Answer the following questions:

1. LTC Moore is seen looking over the history of Vietnam and its combat actions. Why is he doing this? Are these the actions of a good leader?
2. Mrs. Moore takes on what leadership role as the commander's wife. What leadership traits to you see at the "wife's" meeting?
3. Why does LTC Moore conduct training and demand constant better results?
4. What do you feel are the difference in leadership styles between the two LTs as seen during training? The blister incident is an example to use as a starting point for your comparison.
5. In what way does Sgt Major Plumley support LTC Moore in his leadership role?
6. In what ways do you see LTC Moore stay on top of the situation tactically when they become surrounded?
7. Maj. Crandell (Snake) defies his commanders on returning to the LZ for supply and strafing runs. Was this appropriate leadership behavior? Why or why not?
8. Mrs. Moore takes the responsibility to deliver the death announcement telegrams. Why do you think she took over this duty? What does it show about her leadership skills?
9. The Vietnamese commander is shown pondering the use of his soldiers to fight against overwhelming American firepower. Are his leadership responsibilities different from the American commander? Why or why not?

10. What actions in leadership does the journalist show in defending the wounded soldiers during battle? He was supposed to be a “non-combatant”. Why did he take up arms?

11. Why did LTC Moore lead his men in the final assault? Was this appropriate leadership behavior for a commander? Why or why not?

12. What actions do you think you would have taken prior to the battle if you were the commander in pre-operation planning. List your actions in order?

WRITING ASSIGNMENT FOUR

ZULU

Movie: *Zulu*

Due Date: 1 July 2006

Writing Assignment:

Answer the following questions:

1. Lt. Chard takes command of the soldiers during Lt. Bromhead's absence. Why do you think Lt. Bromhead was resentful of this when he found out about it upon his return from hunting?
2. Lt. Bromhead did not seem to help Lt. Chard convince the cavalry troops to stay. Why do you think he didn't help?
3. The Color Sergeant Major shows what qualities of leadership in performing his duties prior to the first attack by the Zulu warriors?
4. Why do you think Lt. Bromhead finally shares command willingly with Lt. Chard?
5. The troops fall into formation at the first call to action stations. What do you think was done to them to get them to perform so well?
6. Sergeant Hook does not participate in the battle while in the hospital. What leadership qualities does he show as the assault begins and he is personally under attack?
7. What tactics did the Zulus use with the captured guns that the British did not expect?
8. Lt. Bromhead makes the comment that he wished he was a "ranker" like Sergeant Hook. What does he mean by this comment?
9. What purpose did singing have for the British troops prior to the final attack on the garrison?
10. How did drill and practice pay off when the volley fire is put into practice?
11. Why do you think the Zulu warriors saluted the British garrison after the last attack?
12. What is the Victoria Cross and how many were awarded for the action at York's Drift?

WRITING ASSIGNMENT FIVE

BLACKHAWK DOWN

Movie: *Blackhawk Down*

Due Date: 1 August 2006

Writing Assignment:

Answer the following questions:

1. Plato stated “Only the dead have seen the end of war.” What does that say about the future in needing soldier? Why is the professional soldier so important?
2. The Ranger Captain was upset with the attitude of the Delta Force soldiers when asked to put his weapon on “safe.” What should the captain have done in that situation?
3. When the Ranger Captain saw himself joked about by his men do you think he handled the situation well? Where his action acceptable. Why or why not?
4. How was the element of surprise lost when the choppers left the base for the mission? What way would you have used the choppers to carry out the mission and keep surprise?
5. The soldier trips and as a result the child with the AK shots the other adult native gunman. Did the soldier do the right thing not to shot the child who still had the gun? Explain your reasoning
6. Soldiers were killed because they didn’t carry the issued equipment (plates in vests, night vision, etc). What actions as an officer should you do prior to any mission?
7. The troops go back into the firefight from the base. The one soldier is afraid to go back into the fight. The senior NCO leading the relief column says “What you do now makes a difference.” What was he trying to tell the soldier? What point was he trying to get across to him?
8. General Garret specifically asks the Delta Force soldiers if they really want to go down alone to protect the crew of the Blackhawk. Did the soldiers realize what they were doing? Why do you think the general asked them?
9. The Somalian leader who captures the Warrant Officer pilot makes the statement “In Somalia killing is negotiation, --- with victory always will be killing that is how things always will be.” What does this tell you about the enemy? As a leader what actions does this prepare you for in a combat situation?

10. The medic takes over the leadership role from the squad leader while trying to treat the leg wound of the soldiers. Was this appropriate? Is this appropriate? Is there a time and/or place where a commander needs to give up control? Explain your answer.
11. The LTC in charge of the HMMV convoy makes a decision with regards to his command when they go back into the fight. What is your opinion of his actions as the convoy leader?
12. At the end of the movie we see that General Garrett retires only after the Warlord is finally killed several years later. Why did he wait so long to retire? What responsibilities do you think he feels about the failure of the mission?

WRITING ASSIGNMENT SIX

ONCE AN EAGLE

Book: *Once An Eagle*

Author: Anton Myrer

Due Date: 1 September 2006

Writing Assignment:

Analyze and compare the leadership styles of Sam Damon and Courtney Massengale.

Include in your discussion the following:

- a. Why does one leadership style work better than the other?
- b. Is there a place in the modern military for both leadership styles?
- c. Why would you want to or not want to serve under or with each style of leader?

Do not just answer these questions. They are areas to be included in your analysis and comparison. This is an essay question and it is expected that each student complete a paper not just answer the questions. The questions are areas that need to be included in the discussion but are not limiting.

Writing Limits:

No less than 2500 words and no more than 5000 words. Double spaced and 12 font in Microsoft Word format.

WRITING ASSIGNMENT SEVEN

BAND OF BROTHERS

Book: *Band of Brothers*

Movie: Same

Author: Stephen Ambrose

Due Date: 1 October 2006

Writing Assignment:

1. Lt Sobel is a harsh disciplinarian to his men. While Lt. Winters's views are very different. Which men's leadership style is the most appropriate? Explain your answer.
2. Lt Winters take over the company and assaults the German guns. This is his first command in combat. What emotions does Winters show on losing his first man in combat? How did he deal with it?
3. In what ways do the men come together after they are lost the first day of the landing? Who shows leadership abilities among the enlisted soldiers? Were their actions appropriate for the situation? Explain why or why not?
4. Easy Company retreats in the face of overpowering odds. Did the commander do the correct thing in retreating? Were his actions explained to the men in a manner that would let them save face? Why is this important for a leader?
5. Lt Winters leads the mission to the dike. Is it his job to lead his men by example? Why didn't he stay back and direct the attack in relative safety?
6. At the Battle of Bastogne the Company was surrounded. What leadership traits did you see from the officers that were displayed to the men?
7. Lt Dike froze during the assault on the town of Foy. How did his men overcome seeing their commander "lose it?" What did Lt. Speirs do to lead his new command forward?
8. Lt Jones has no combat experience when he leads the patrol. What would you consider some of his mistakes during the mission?
9. Was the action of the officers in using German civilians to cleanup the concentration camp a "correct" use of civilians? Was the animosity shown by the troops during the cleanup to the Germans an issue the officers should have addressed?

10. What emotions are played out when the men are told that they will be deployed to the Pacific Theater after Germany's surrender? Did the commander provide the men who were not going home with a reason to fight on?

11. Which men lead life in a leadership position after the war was over. Why do you think those men continued to lead in civilian life after the war>